

**SALES LOSSES DUE TO
PROTESTS:
BANK STREET BUSINESSES
OTTAWA, ONTARIO**

Prepared for:
Bank Street Business Improvement Area

Prepared by:
Shore-Tanner & Associates

February 22, 2022

TABLE OF CONTENTS

Page number

I.	Executive Summary	3
II.	Methodology	5
III.	Findings	7

Appendix:

More Information Regarding Shore-Tanner & Associates and the Main Author of this Report	13
--	----

I. EXECUTIVE SUMMARY

On behalf of the **Bank Street Business Improvement Area (BIA)**, this study has been undertaken by Shore-Tanner & Associates. Its purpose is the estimation of loss of sales at Bank Street businesses due to the anti-government protests by convoys of truck drivers and others in downtown Ottawa.

The findings of this study are summarized below, followed by more detailed substantiation in the rest of this report.

A. Duration of the Protests

Convoys of trucks arrived in Ottawa on Friday, January 28, 2022. Some parked on Wellington Street fronting on the Parliament Buildings, and others drove and/or parked in various parts of Ottawa. Downtown Ottawa was occupied by trucks, protesters and police officers. The protests were largely ended by a nationally reinforced police force on Monday, February 21. However, the various police forces, check points, restrictions into and out of downtown and related problems are still continuing.

B. Business Challenges

During the protests, the majority of businesses in downtown Ottawa had to close due to the chaos and fear created by the protests. Bank Street businesses from Wellington Street to Highway 417 were entirely or mostly closed in this period. Regardless of stores being opened or closed, Bank Street was very quiet as most pedestrians and vehicles avoided it.¹ The effects of the protests and disruptions, along with poor access and police checks are still continuing.

C. Business Loss Estimation

1. On February 17–20, we carried out extensive research along Bank Street from Laurier Street² to Highway 417.

¹ Frequently we checked the situation on Bank Street, and the rest of downtown when possible. Even on Saturday, February 19, when the reinforced police were making good progress to end the occupation, most restaurants on Bank Street, even those near Highway 417, were closed.

² Police officers would not permit us to cover the businesses north of Laurier Street.

2. The sizes of the businesses were visually estimated.
3. Based on numerous past retail studies in various parts of Ottawa Downtown (including four on Bank Street), and our knowledge of the retail industry, we estimated the overall average annual sales for each of the businesses on Bank Street.
4. The annual sales were divided by 365 to arrive at average daily sales per business. The calculations of daily sales losses were the next step.
5. The businesses on Bank Street are identified in Table 1 along with their estimated sizes and daily sales losses.
6. The grand total daily sales of these businesses is well over \$0.5 million in our estimation. However, since a number of the businesses were partially open, the loss of sales is less than \$0.5 million.
7. **We estimate the combined total sales losses for the businesses on Bank Street to be \$357,429.00**
8. This estimate is conservative for the following reasons:
 - a. Sales at banks, other financial businesses on Bank Street are confidential and not available.
 - b. Daily sales are higher for a few days prior to Valentine's Day. This loss has not been included in our estimations.
 - c. February 21 is Family Day. Restaurants, gift shops and a number of other businesses attract more clients and sell more than the average daily sales. Again, we have not included this additional sale in our calculations.
 - d. The protests and their disruptions have been unprecedented in Ottawa. We believe that it will take a very long time for the residents and employees of Ottawa to shop downtown as in the past.
 - e. **In addition to sales losses, Bank Street businesses have still had to pay rents, municipal taxes, insurance, utilities and possibly salaries to their employees. These losses are in addition to sales losses.**

II. METHODOLOGY

A. Expertise

Under the direction and full participation of Barry Nabatian, Shore-Tanner & Associates has carried out between one and five retail studies for 12 of the BIAs in the City of Ottawa, including four for the Bank Street BIA, five for the Sparks Street BIA, one for the ByWard Market BIA, and two for Rideau Centre. Additionally, over 100 retail market studies have been undertaken for individual retail stores in downtown Ottawa, the rest of Ottawa, elsewhere in Ontario, Quebec and a few other provinces.

One of the major components of the BIA studies in in-person and confidential interviews with business owners and managers. **We have carried out more than 150 of these interviews, and on a confidential basis were given actual store sales.**

We work with numerous developers and realtors confidentially on an ongoing basis, discussing and sharing information regarding retail stores, types, sizes, sales, rental rates and related matters.

Statistics Canada, as well, provides numerous monthly and annual reports on the retail industry, especially on spending. Finally, we are subscribed to a number of retail industry publications which provide up-to-date information regarding trends, new stores, new products, sales and other critical data.

B. Daily Sales

Based on the information in A above, (especially the actual sales data), we have good estimates of sales per sq. ft. at various retail and service businesses.³

For this study, we visited every store on Bank Street from Laurier Ave. to Highway 417. Based on this research, we estimated the size of each store, noted its location, quality and

³ We have participated in numerous Ontario Municipal Board hearings (LPAT now). In these hearings, often actual sales data had to be disclosed by parties involved.

overall attractiveness. Taking into consideration these factors, and based on our knowledge of actual sales per sq. ft., we estimated the annual sales for each store. A simple division of the total annual sales by 365 provided the overall average daily sales for the stores on Bank Street.

C. Sales Loss Estimation

The next task was the estimation of the sales losses per store since January 28. (detailed information is provided in Table 1). **As noted, we estimate the loss of sales at the businesses on Bank Street from Laurier Ave. to Highway 417 to be \$357,429 per day.**

D. Evaluation of the Sales Losses

It is not known exactly which stores were open for parts of the protest period. Even those stores which were open parts of these days had very little sales (food stores excepted). Disruptions, fear, the honking of the horns by truckers, and related factors kept shoppers away, other than for necessities. In any case, the actual losses of sales are quite likely higher than our estimates in Table 1 for the following reasons:

1. Business owners had to pay rent, municipal taxes, insurance, utilities and possibly partial wages to their key employees. These costs (i.e., losses) are **not** included in Table 1.
2. Valentine's Day is a significant business day for gift, jewellery, flower stores, restaurants, bars and other celebratory products and events. The sales loss estimates in Table 1 do not include the extra sales which businesses would otherwise have.
3. Family Day (February 21) is another day which increases retail spending, especially at food stores, restaurants, flower shops, gift stores and chocolate stores in the downtown area, especially as most other retail stores are closed on this day in the rest of Ottawa. We have not included these additional sales either in the sales loss calculations in Table 1.

III. FINDINGS

Table 1 Bank St. Businesses and Their Estimated Daily Sales Losses			
Business Name	Estimated:		
	Size (sq. ft.)	Annual Sales per sq. ft. (\$)	Average Daily Lost Sales (\$)
Laurier–Gloucester			
Cash Money	5,000	500	6,849
Scotiabank	3,000	?	?
Shoppers Drug Mart	10,000	600	5,753
Eggspectation	3,000	400	3,287
Gloucester–Nepean			
Etcetera Mart (food)	1,500	600	2,466
Dutch Love (cannabis)	1,600	800	3,507
H&R Block	1,500	500	2,055
Le Spa	1,500	250	1,027
Tim Horton's	2,000	1,100	3,288
Pay 2 Day Loans	2,000	600	3,288
The UPS Store	1,500	350	1,438
King Shawarma	1,500	350	1,438
Allo Allo (wireless)	1,300	750	2,761
Astanga Yoga	1,500	150	616
Sip Tea	1,200	250	822
Shingen (restaurant)	2,000	450	2,465
Tunka's Nails	1,200	250	822
Burrit Senesi (Japanese restaurant)	1,200	400	1,315
Roasts & Curries	1,500	400	1,644
Bounce (exercise)	2,000	150	822
Pizza (no name)	1,000	250	685
Royal Oak (bar)	5,000	800	10,958
Thompson's (jewellery)	2,500	700	4,794

Table 1, continued Bank Street Businesses and Their Estimated Daily Sales			
Business Name	Estimated:		
	Size (sq. ft.)	Annual Sales per sq. ft. (\$)	Average Daily Lost Sales (\$)
Nepean–Lisgar			
Wallack's (art supplies)	4,000	350	3,835
Saigon Pho	1,500	350	1,438
Comic Book Shoppe	1,500	250	1,027
Venus Envy	1,500	400	1,644
Nature Health Spa	1,500	200	822
Top Nail	1,500	200	822
World of Tea	1,500	300	1,233
Kayna Natural (cannabis)	1,500	400	1,644
Internet Café	1,500	300	1,232
Fido (internet)	1,500	600	2,465
HLC Laser Clinic	1,500	350	1,438
Picture Works	2,000	350	1,917
Value Hunters (used clothing)	2,000	175	959
Magic Molecule (ice cream)	1,000	200	548
Cash Shop	1,300	600	2,137
Asian Kitchen	1,300	350	1,246
Freedom Mobile (phones)	1,500	600	2,465
Lisgar–Cooper			
Queen's Hair	1,500	300	1,250
Royal Convenience	1,000	600	1,646
Greek Souvlaki	800	500	1,096
Chico Optical	1,000	450	1,233
Euro Max (chicken restaurant)	1,000	400	1,096
Strategy	1,000	400	1,096
Subway	800	650	1,425
Massage (1 in 10)	1,000	250	685
Freshii	800	500	1,096
Hair Shop	2,000	250	1,369
Afghan Kebab	1,500	400	1,644
Chat Mobile (phones)	1,000	800	2,192
Bell (phones)	1,500	800	3,287
Jade Barber	1,000	250	685

Table 1, continued Bank Street Businesses and Their Estimated Daily Sales			
Business Name	Estimated:		
	Size (sq. ft.)	Annual Sales per sq. ft. (\$)	Average Daily Lost Sales (\$)
Lisgar–Cooper, continued			
Crazy Nail	1,000	250	685
Golden Baguette	1,000	600	1,644
Emporium (cannabis)	2,500	1,000	6,849
Myth & Legend Comics	1,200	300	986
Bytown Barber	1,500	300	1,233
Edible Arrangements	1,500	400	1,644
Cooper–Somerset			
Café Delish	1,500	650	2,671
Gabriel Pizza	2,000	500	2,739
1 for 2 Pizza	1,500	600	2,465
Take-Out King	1,000	600	1,644
Yun Shang (restaurant)	1,500	500	2,055
Lab Works	1,500	500	2,055
Sleep Country	2,000	400	2,192
Alterna Bank	2,000	?	?
Swift Pharmacy	1,500	900	3,698
Pet Circus	1,500	200	822
Downtown Cobbler (tailor)	1,500	150	616
Henry's (photo)	4,000	250	2,740
Tim Horton's	2,000	1,200	6,575
Somerset–MacLaren			
Your Independent Grocer	40,000	1,200	39,451
Dollar It	9,000	325	8,014
Planet Botanix	2,000	300	1,644
Atomic Rooster (bar)	2,000	700	3,836
Foster Sports	2,500	550	3,767
Cycling Express	1,000	300	822

Table 1, continued Bank Street Businesses and Their Estimated Daily Sales			
Business Name	Estimated:		
	Size (sq. ft.)	Annual Sales per sq. ft. (\$)	Average Daily Lost Sales (\$)
Maclaren–Gilmour			
The Great Poutinerie	1,500	250	1,027
Viet Thai	700	700	1,342
Royal Oak (bar)	3,500	700	6,712
The Gilmour (bar)	1,500	700	2,876
2 for 1 Pizza	2,000	300	1,644
Island Grill (Caribbean restaurant)	1,200	350	1,151
Centre Town Pharmacy	1,300	1,100	3,917
Quickie (convenience)	2,000	750	4,103
Barrymore's	2,000	150	822
Wicked Wanda	1,500	400	1,644
Burger & Fries	600	300	493
Pure Yoga	1,000	200	547
Rogers (internet)	2,000	600	1,183
Credit Union (financial)	2,000	?	?
Gilmour–James			
Bridgehead	1,500	700	2,877
Thimble (bakery)	1,200	500	1,644
Congfu Take-out	1,200	300	986
Haze (gift shop)	1,200	200	657
Herb & Spice (food)	2,600	900	6,411
Athena (Greek restaurant)	1,000	400	1,095
Ottawa Gold Buyers	1,500	350	1,438
Tamis Café	1,500	500	2,054
Saab Spa & Supplies	3,000	275	2,260
Wolf Down (Berlin street food)	1,200	350	1,151
Dumpling Dumpling (restaurant)	1,500	200	822
Canada Post	5,000	?	?
True Form Fitness	2,000	175	958
Thana Market (food)	1,500	300	1,233
Super M Alterations	1,000	400	1,096
Western Union	1,000	400	1,096
Stash Co. (cannabis)	2,000	1,000	5,479
Mango Vape	800	600	1,315
Shawarma King	2,000	450	2,465

Table 1, continued Bank Street Businesses and Their Estimated Daily Sales			
Business Name	Estimated:		
	Size (sq. ft.)	Annual Sales per sq. ft. (\$)	Average Daily Lost Sales (\$)
James–Florence			
Social Thai	2,000	250	1,370
Staples	20,000	600	3,287
Doyle Group (financial)	4,000	?	?
Florence–Gladstone			
Pizzeria D	1,500	350	1,438
Subway	1,200	600	1,973
Book Bazaar	2,500	125	856
Healthy Pets HQ	2,000	200	1,096
Gladstone–McLeod			
Beaded Dreams	1,800	300	986
Bramasole Diner	2,000	350	1,917
Hanabi (Japanese restaurant)	1,000	450	1,233
The Inkspot (jewellery)	1,500	250	1,027
Vape Shop	1,200	600	1,973
Miele (appliances)	1,500	300	1,233
The Watch Clinic	1,000	250	685
Shoppers Drug Mart	6,000	700	4,027
Starbucks	1,500	800	3,287
Sir Vape A Lot	1,300	700	2,493

Table 1, continued Bank Street Businesses and Their Estimated Daily Sales			
Business Name	Estimated:		
	Size (sq. ft.)	Annual Sales per sq. ft. (\$)	Average Daily Lost Sales (\$)
McLeod-Highway 417			
Baseball Town	3,000	400	3,287
Domino's Pizza	1,500	350	1,438
LCBO	8,000	800	6,136
Shawarma Palace	1,000	500	1,370
KFC	1,000	600	1,644
3 Tarts	1,000	300	822
Howard's Jewellery	1,500	250	1,027
Moo Shu Ice Cream & Kitchen	800	200	438
Vistek (digital products)	5,000	600	8,219
Ottawa Kennedy Flowers	1,500	200	822
Sushi & Pokee	1,500	200	822
Arun Korean Market	1,200	400	1,315
Wilf & Ada Café	1,500	300	1,233
Talay Thai	1,500	350	1,438
Galaxy Cameras	1,500	600	2,465
C-Store	1,500	500	2,054
Esso (gas station)			7,500
McEwen (gas station)			5,000
Grand Total Loss of Sales Per Day			357,429

- Not included are banks and other financial businesses.
- The sales losses for the supermarket, pharmacies, LCBO and Staples are small parts of their actual total daily sales since they were open.

Source: Shore-Tanner & Associates based on field research and knowledge, February 2022.

SHORE·TANNER & ASSOCIATES

REAL ESTATE APPRAISERS AND CONSULTANTS

148 COLONNADE ROAD SOUTH, SUITE 202, OTTAWA, ONTARIO K2E 7R4

COMPANY PROFILE: MARKET RESEARCH DIVISION

Tel. 613 224-8484 ext.117 Fax. 613 224-8483

Our principals and most of staff have each been working in the National Capital Region for over 30 years. We have provided consulting services to the municipalities in the capital area, most local developers, many independent businesses, developers in other Ontario and Quebec municipalities, the Federal Government, as well as interprovincial and national organizations, such as **Metro Richelieu, Canadian Wood Council, Canada Lands Company, and Canada Border Services Agency.**

SERVICES PROVIDED BY OUR MARKET RESEARCH DIVISION

Public Consultations	Sales Forecasting
Focus Group Research	Financial Analysis
Executive Interviews	Feasibility Analysis
Consumer Surveys	Economic Studies
Mystery Shopping	Strategic Studies
OMB Services	Business Plan Development

SAMPLE OF PRIVATE SECTOR CLIENTS

Business Community

Ottawa Congress Centre (now Shaw)
Metro Richelieu (Montreal)
Panera Bread (U.S.A.)

High Technology Companies

Corel Corporation
JDS Uniphase
Cognos (now IBM)

Developers

GreatWise (Toronto)
DCR Phoenix Homes
Junic Homes (Gatineau)

Retail Sector

Rideau Centre
Glebe BIA
Sparks Street BIA

Legal Firms

Gowlings
Soloway-Wright
GIBSONS LLP

Professional Groups

FoTenn Planning
SamCon Inc. (Montreal)
Colliza Architects

SAMPLE OF PUBLIC SECTOR CLIENTS

Municipalities of Ottawa, Clarence-Rockland, Carleton Place, Arnprior, Gananoque, and Brockville; Infrastructure ON, Salvation Army, University of Ottawa, Carleton University, Royal

Ottawa Hospital; PWGSC, and NCC.

SHORE·TANNER & ASSOCIATES
REAL ESTATE APPRAISERS AND CONSULTANTS
148 COLONNADE ROAD SOUTH, SUITE 202, OTTAWA, ONTARIO K2E 7R4

BARRY NABATIAN, A.A.S., B.Sc., M.Sc.

Director: Market Research Division

Tel: 613 224-8484 ext. 117 Fax: 613 224-8483 E-Mail: barry@shore-tanner.com

MEMBER : OTTAWA CHAMBER OF COMMERCE.

CHAMBER'S ECONOMIC DEVELOPMENT COMMITTEE.

SECURITY CLEARANCE AUTHORIZATION: RELIABILITY STATUS

SPECIALTY OVERVIEW

Barry Nabatian specializes in consulting regarding demand, feasibility, impact, and financial viability studies; retail, economic, tourism, amusement markets, and business plan developments; consumer research, lifestyle trends and impact of social change on residential, commercial and industrial markets. He is an urban economist and a financial advisor with over 40 years of experience serving a wide variety of private, public and non-profit organizations in Ontario, Quebec, and elsewhere in Canada. He has appeared before the Ontario Municipal Board (OMB), and Assessment Review Board as an expert witness dozens of times regarding various real estate, Official Plans, property taxes and assessment matters. He is frequently interviewed by various media on real estate developments, economics and social trends.

CAREER SUMMARY

July 2010 - present	Director, Shore-Tanner & Associates
1997 - June 2010	General Manager, Market Research Corporation
1985-1997	Vice-President, Corporate Research Group Limited
1974-1985	Senior Market Analyst, Planning Branch, City of Ottawa
1973-1974	Market Analyst, Decision Sciences Corporation, Philadelphia, U.S.A

CAREER PROFILE

July 2010 – Present: Director, Market Research Division

Under Barry's direction and full participation, major studies have been completed regarding the impacts of the City of Ottawa's planned Light Rail Transit (LRT) system on real estate developments; market demand and feasibility of various types of residential, retail, office and industrial development proposals, adaptive re-uses of very large government-owned former health care and industrial properties; business improvement areas, the University of Ottawa's future space needs; and OMB testimony. These studies have involved sites in the Cities of Ottawa, Brockville, Thunder Bay, and Kingston; Towns of Perth, Kemptville, Pembroke, Petawawa and Casselman (Ontario); Gatineau, Lacolle, St. Bernard (Quebec), Aldergrove, and Osoyoos (B.C.). A wide variety of quantitative forecasting as well as qualitative research techniques form the basis of these studies which have dealt with vacant land, as well as brown field developments, demand for built space by type, value, and return-on-investment.

SEPTEMBER 1997 – JUNE 2010: GENERAL MANAGER, MARKET RESEARCH CORPORATION

Barry Nabatian directed and participated in the completion of numerous studies involving market analysis, surveys, economic research, sales forecasting, public consultation, preparation of strategic plans, and policy documentation. These services were provided for a wide variety of private sector, municipal, provincial, federal and crown corporation clients, as well as for educational and health care institutions. As an experienced witness at different court levels, he appeared dozens of times at Ontario Municipal Board hearings, municipal councils, Assessment Review Board, and other public bodies. His approach to problem solving has been based on consensus building, strategic thinking and innovative solutions.

September 1985 – April 1997: Vice-President, Corporate Research Group Limited

Barry directed and contributed to the completion of hundreds of marketing, feasibility, financial and official plan studies related to the office, retail, industrial, and residential markets in Canada and Northeastern USA. Estimation of demand by market segments and time frame, absorption, rental rates, tenant inducements, and pricing strategies were one group of major studies. Another one was site analysis, evaluation and selection, review and/or critique of planning, strategy, and policy documents on behalf of both public and private sector clients. He also developed a number of econometric, simulation, and sales forecasting models for the commercial sector. As well, he appeared as an expert witness before numerous courts, panels of the OMB, the Québec Régie, municipal councils, and other governmental boards and commissions.

Nov. 1974 – Sept. 1985: Senior Market Analyst, Planning Branch, City of Ottawa

Barry was responsible for the design and implementation of a wide variety of commercial studies (e.g., Rideau Centre), research programs, development of property information systems, policy analysis, and positions for Ottawa City Council. He carried out numerous major office, shopping centre, housing studies and development strategies, with emphasis on the downtown core, including the development of a major database for the Ottawa Greater Central Area. Economic analysis and forecasting for the City were also his responsibilities, and he assisted in the creation of the City's Economic Development Department.

April 1973 – November 1974: Market Analyst, Decision Sciences Corp., Philadelphia, USA

Barry carried out market feasibility analyses for proposed new satellite communities for the US Department of Housing and Urban Development (HUD). Another major project was the determination of impacts of specific departmental renovations and expansions on total sales of a major supermarket chain with operations in several Northeastern States.

PERSONAL INFORMATION

Citizenship: Canadian since 1976

Languages: Fluent in English, Persian, plus some French and Russian

Education:

May 1973 **Master's of Science**, Urban Economics and Policy Planning
State University of New York at Stony Brook, U.S.A.
Master's thesis: Truck Routing

May 1971 **Bachelor of Science**, Physics
State University of New York at Stony Brook, U.S.A.

May 1969 **Associate of Applied Sciences**
New York City Community College
Brooklyn, NY, U.S.A.

As well, Barry has completed numerous courses, special training, and attended seminars in the fields of economics and statistics related to real estate markets, lifestyle trends, various consumer products and services, financial and wealth management. He has made numerous presentations and given lectures on these topics to various groups, including at the Real Estate Forum of 2011 in Ottawa with well over 500 attendees.

Interests

Cooking, swimming, hiking, yoga, dancing, and philosophy.